DOCUMENT RESUME

ED 397 519 EA 027 769

AUTHOR Stacey, Ralph D.
TITLE Complexity and Creativity in Organizations.
REPORT NO ISBN-1-881052-89-3
PUB DATE 96
NOTE 312p.
AVAILABLE FROM Berrett-Koehler Publishers, Inc., 155 Montgomery Street, San Francisco, CA 94104-4109; fax: 415-362-2512.
PUB TYPE Books (010) -- Viewpoints (Opinion/Position Papers, Essays, etc.) (120)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS *Innovation; Management Development; Models; *Organizational Change; *Organizational Development; *Organizational Theories; Social Control; Social Psychology; *Systems Analysis; Theory Practice Relationship

ABSTRACT

Traditional organizational theory mandates that organizations predict and stay in control in order to avoid chaos. This book proposes that members of organizations work at developing a new frame of reference for understanding organizational life. The book combines insights from the new science of complexity with insights from psychoanalysis and argues that repressing the anxiety caused by the unstable, ever-changing nature of today's business world also represses the creative impulses--the "spaces for novelty"--that allow members of a work force to produce their best work. Using the science of complexity as a starting point, the book studies the fundamental properties of nonlinear-feedback networks, particularly those of complex, adaptive networks. Part 1 describes how an organization is a complex adaptive system, and part 2 explores the science of complexity and its principle insights. The third part shows how the principles of complexity science can be applied to the world of human systems. The implications of the new frame of reference for management research and practice are examined in part 4. Six conceptual maps and 20 figures are included. (Contains 152 references.) (LMI)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

THIS
DOCUMENT
NOT
AVAILABLE
FROM

EDRS